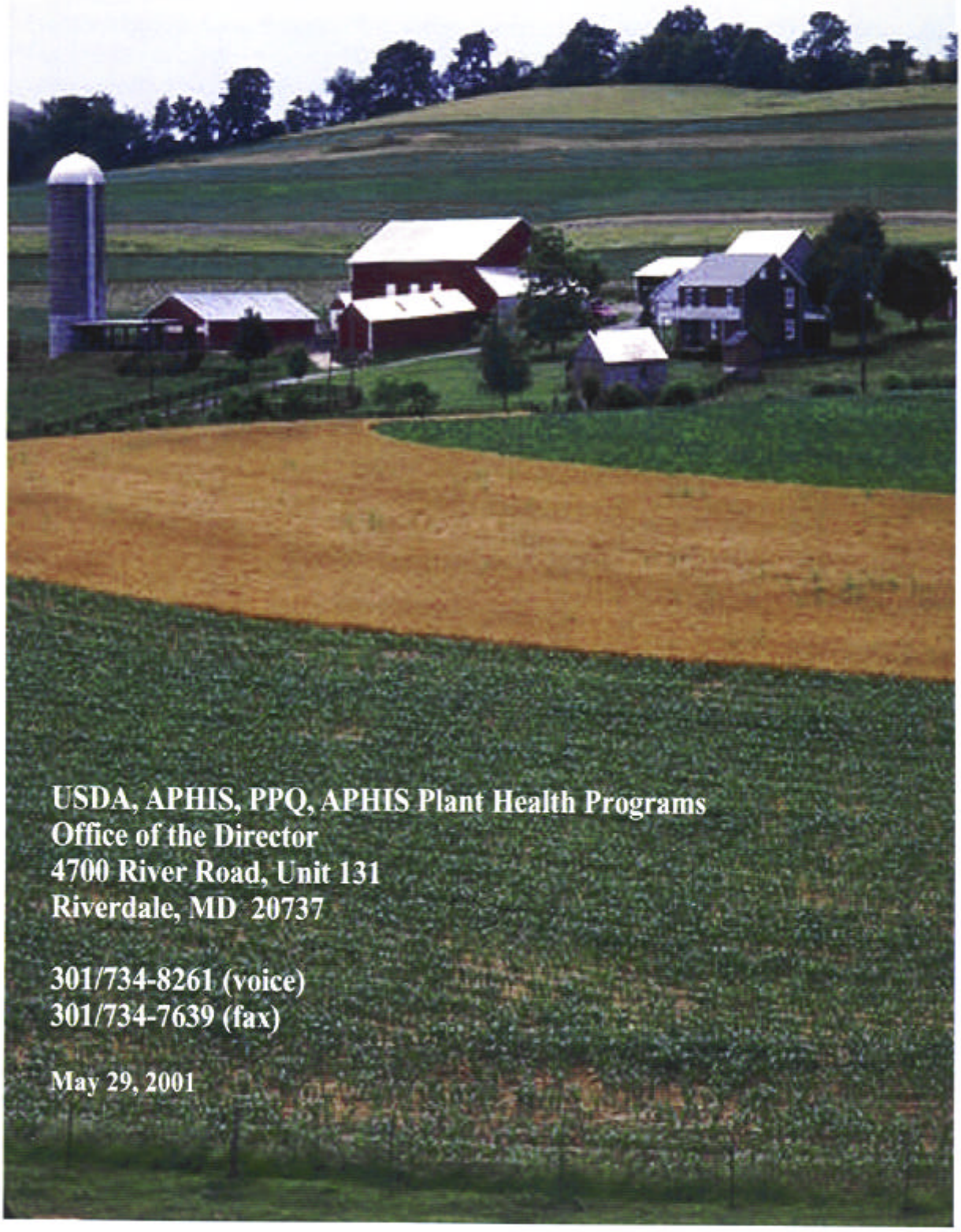
Plant Protection & Quarantine Strategic Plan FY 2001 - 2006



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From the PPQ Deputy Administrator:

As I mentioned in my March 2001 newsletter, PPQ management, in cooperation with PPQ employees nationwide, revised and updated the Agency's mission, vision, and values to ensure establishment of a firm organizational foundation that would better enable us to work toward common goals.

Now I am pleased to announce that PPQ has finalized its strategic plan for fiscal years 2001-06. PPQ's strategic plan has been designed to help both PPQ employees and stakeholders focus on common goals and program objectives. To this end, long-term strategic goals and strategies have been developed to enhance both PPQ's science-based and risk-based decisionmaking capacity and better enable us to meet the demands of a world economy shaped by technological change, international economic integration, strategic alliances and partnerships, and domestic market maturation. Strategic planning is a dynamic process that will require annual review to incorporate revised strategic priorities and program objectives appropriately. Seven long-term strategic goals have been developed and are summarized as follows:

Goal 1: **Pest and Disease Risk Analysis:** Identify, assess, and characterize pest and disease risk for the purpose of planning and mitigation;

Goal 2: **Exclusion and Prevention:** Proactively reduce, to acceptable levels, risk associated with exotic pest and disease introductions;

Goal 3: **Trade Issues Resolution Management:** Take a leadership role in international standard setting, bilateral and multilateral discussions, and the resolution of sanitary/phytosanitary trade issues that impede market access, expansion, and retention of U.S. agricultural products;

Goal 4: **Pest Detection and Rapid Response:** Provide leadership for coordination of national pest detection programs and rapid response to new pest and disease introductions;

Goal 5: **Invasive Species Management:** Effectively reduce the impact of plant pests of regulatory importance to PPQ through implementation of risk-based management programs;

Goal 6: **Technological and Innovative Solutions:** Increase the efficacy of PPQ programs through the creative development and application of innovative, scientific, and technological approaches; and

Goal 7: **Organizational Performance:** Operate an efficient, effective, and discrimination-free organization.

During the next five years, PPQ program managers will use the broad guidance provided in this strategic plan to demonstrate quantifiable results in the area of risk-based resource allocation. We will complete the hiring of risk assessment/management professionals to better enable PPQ to identify, assess, and characterize plant and animal pest and disease risk. We will also incorporate up-to-date scientific technology into our AQI exclusion efforts and domestic program activities. Additionally, further incorporation of e-business and information management techniques (i.e., electronic permits and phytosanitary certificates, document tracking systems, improved website(s), and enhanced IT systems reliability) will enable PPQ to obtain its long-term organizational performance goal and provide enhanced service to employees, stakeholders and the general public.

Richard L. Dunkle
Deputy Administrator,
Plant Protection & Quarantine

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I. Introduction:

Plant Protection and Quarantine (PPQ) is an integral part of the Animal and Plant Health Inspection Service's (APHIS) and ultimately the U.S. Department of Agriculture's (USDA) efforts to ensure the health and safety of domestic plant, animal, and other natural resources. PPQ's commitment to safeguarding is succinctly summarized in its mission and vision statements as follows:

> **Mission Statement:** APHIS-PPQ safeguards agriculture and natural resources from the risks associated with the entry, establishment, or spread of animal and plant pests and noxious weeds. Fulfillment of its safeguarding role ensures an abundant, high-quality, and varied food supply, strengthens the marketability of U.S. agriculture in domestic and international commerce, and contributes to the preservation of the global environment.
>
> **Vision Statement:** PPQ will provide world leadership, excellence, and innovation in safeguarding agriculture and natural resources.

Without PPQ's protection and safeguarding activities, production agriculture and ultimately the nation's affordable food supply would be at risk. For example, if Mediterranean fruit fly, citrus canker, plum pox virus, Asian longhorned beetle, and other exotic plant pests/diseases remain unchecked by PPQ, annual production and marketing losses of several hundred million dollars would likely be incurred.

PPQ's technical expertise in assessing and regulating the risks associated with agricultural imports into the United States has resulted in a recent expansion of the Agency's protection function to include a commercial protection role: Market access and retention of U.S. products in foreign countries. PPQ must now respond to other countries' plant health import requirements and negotiate science-based standards that ensure domestic agricultural exports are protected from unjustified trade restrictions. In response to needs expressed by the U.S. public and Congress, PPQ's protection role also includes human health and safety issues and development of invasive pest exclusion techniques for vulnerable ecosystems.

Plant and animal pests and diseases and noxious weeds affect all living things, including humans, agricultural products, and natural resources. Therefore, PPQ's program activities are important to the continued well-being of the U.S. public, production agriculture, and natural ecosystems. This strategic plan outlines PPQ's operational strategies and program targets for the next five years, FY 2001-2006.

II. PPQ Values:

PPQ management, in cooperation with PPQ employees nationwide, have identified shared values that are fundamental requirements for ensuring the successful delivery of PPQ program activities. PPQ's organizational values were developed cooperatively by PPQ management and

field personnel and are based on a common vision and work ethic. The Agency's common set of values are outlined in the following nine value statements:

1) **Leadership:** PPQ employees are entrusted with the responsibility for carrying out PPQ's mission. Every PPQ employee exhibits leadership, whether through their work in relationship to other employees or to the stakeholders they work with each day. Each employee's leadership is underscored by initiative, competence, and the desire to achieve excellence. Management clearly defines and communicates expectations, roles, and responsibilities and provides appropriate recognition for accomplishments so that employees embrace a sense of responsibility and accountability for carrying out the mission, vision, and goals of PPQ. The selection and training of PPQ managers develops individuals who are respected by employees for their competence and ability to train, coach, mentor, direct, and support employees. Opportunities exist for employees to share information and provide feedback, resulting in sound, deliberate, and thoughtful policy and operational decisions.

2) **Professionalism:** Each PPQ employee reflects the level of professional competence required by his or her position. They are skilled and committed to excellence; they possess a high level of training and proficiency; and they exhibit conduct and qualities that characterize them as professionals. The ability of PPQ employees to maintain the highest technical and ethical standards and take pride in a thorough knowledge of their occupation and mission, coupled with a strong sense of individual responsibility, integrity, honesty, and accountability ensures that PPQ employees are its greatest resource and asset.

3) **Work Environment:** PPQ is a results-oriented organization in which employees of diverse backgrounds are valued for their contributions. PPQ is committed to providing an environment that encourages and supports lifelong learning, fosters creativity, innovation, and initiative, and ensures a strategic preparedness to meet future challenges and provide flexibility and adaptability in the workforce. PPQ recruits and retains highly qualified employees and provides a physical work environment that is clean, safe, and conducive to productivity and well-being.

   PPQ is committed to giving fair and equitable treatment to all individuals throughout the organization. Appreciation for employees is demonstrated through words and actions, and employees are compensated equitably for their contributions to the mission of the agency. PPQ communicates effectively at all levels of the organization. A true partnership exists within PPQ among all employees, including recognized employee organizations. A spirit of cooperation, mutual respect, and collaboration extends to all parts of the organization.

4) **Cooperation and Relationships:** PPQ recognizes that it exists as part of a larger community and works to develop productive and cooperative relationships within that community. PPQ creates strategic alliances that further the mission of the agency with stakeholders. The cooperation of industry groups is ensured through effective partnership agreements and open communication with stakeholders. PPQ uses cooperation and partnership strategies to encourage informed compliance with regulations and statutes, but recognizes the need to address non-compliance vigorously when cooperative efforts falter. PPQ establishes effective

interagency partnerships and agreements with international, Federal, State, Tribal, and local government entities and community organizations. PPQ's partnership with other government entities fosters understanding of, and respect and support for, each other's missions. This partnership is achieved through open communication at all levels and dedicated to harmonious and productive relationships.

5) **Public Service:** PPQ is sensitive and responsive to the public, in the broadest sense, including all those directly or indirectly affected by its services and regulations, be they citizens or non-citizens, industry, advocacy groups, government entities or non-governmental organizations. PPQ delivers its programs and services in a timely and courteous manner. PPQ is committed to increasing public understanding about the importance of its programs through communication and outreach efforts. PPQ ensures dissemination of useful information through a variety of methods, including personal contact and communication systems. Every PPQ employee approaches his or her job with a sense of service, commitment, dedication, and civic responsibility, which ensures that PPQ provides value to the public that it serves.

6) **Innovative Solutions:** PPQ incorporates new and emerging technologies into the workplace. PPQ's highly motivated workforce is proficient in the use of these technologies. PPQ employees are creative and seek innovative solutions to address challenges in the delivery of service and program operations. PPQ employees explore, adapt, and use the many resources available to them worldwide to increase their knowledge, enhance understanding of risk principles, and ensure that the decisions made and actions taken by PPQ have a strong foundation in science and knowledge. PPQ gathers and uses information wisely and effectively in aligning its operations to address risk and provide needed services. PPQ's multidisciplinary Center for Plant Health Science and Technology provides a strong technical and scientific base for dealing with phytosanitary and pest management issues and enables the United States to maintain its competitive position as a world leader in agricultural production and trade while protecting natural ecosystems both at home and abroad.

7) **Resource Management:** PPQ strives to provide the best possible value to the public and to customers by establishing clear and appropriate priorities and creating productive and effective partnerships that help focus available resources on critical needs. PPQ effectively manages all of its resources, including human and financial, to ensure strong operations, service delivery, adaptability, and flexibility in the deployment of resources to meet shifting needs and priorities.

8) **Environmental Stewardship:** PPQ's success in excluding harmful exotic species plays a vital role in support of the country's national objective to protect the environment. PPQ takes an active role in protecting the environment and improving the quality, safety, and security of the Nation's food supply, as well as educating the public in environmental stewardship. PPQ seeks the participation of a diverse group of stakeholders in program planning and ensures that environmental awareness is addressed in the program planning and development stages. Compliance with environmental statutes and other requirements, along with the active development and use of alternative control methods are integral parts of PPQ's planning process, and allow for the mitigation of potential adverse impacts on the environment.

9) **Education and Outreach:** PPQ recognizes public education and outreach as a critical component of program and service delivery. PPQ is committed to developing and implementing strategies to increase understanding of the importance and benefits of safeguarding to producers, consumers, and the general public. Education and outreach will create a depth of understanding and appreciation for the role of safeguarding in the protection of the environment, the Nation's food supply, and the economy, that is so great that compliance with quarantine laws and regulations will be a natural result.

III. Finalized Long-Term PPQ Strategic Goals and Strategies:

In order to fulfill the PPQ mission of safeguarding plant, animal, and other natural resources, PPQ has developed and subsequently organized and planned its work around specific long-term strategic goals. All of PPQ's long-term goals directly support three of USDA's main goals:

- Enhancement of income stability for U.S. farmers and ranchers;
- Maintenance and enhancement of the Nation's natural resources and environment; and
- Serve the public more effectively and efficiently.

The seven long-term strategic goals developed by PPQ are summarized in the following table. These long-term goals have a broad focus and are designed to provide general guidance to PPQ program managers in the development and/or revision of PPQ program initiatives.

Table 1: Long-term PPQ strategic goals for FY 2001 - 2006.

Strategic Goals		Goal Statement
Goal 1:	**Pest and Disease Risk Analysis**	Identify, assess, and characterize pest and disease risk for the purpose of planning and mitigation.
Goal 2:	**Exclusion and Prevention**	Proactively reduce, to acceptable levels, risk associated with exotic pest and disease introductions.
Goal 3:	**Trade Issues Resolution Management**	Take a leadership role in international standard setting, bilateral and multilateral discussions, and the resolution of sanitary/phytosanitary trade issues that impede market access, expansion, and retention of U.S. agricultural products.
Goal 4:	**Pest Detection and Rapid Response**	Provide leadership for coordination of national pest detection programs and rapid response to new pest and disease introductions.
Goal 5:	**Invasive Species Management**	Effectively reduce the impact of plant pests of regulatory importance to PPQ through implementation of risk-based management programs.
Goal 6:	**Technological and Innovative Solutions**	Increase the efficacy of PPQ programs through the creative development and application of innovative, scientific, and technological approaches.
Goal 7:	**Organizational Performance**	Operate an efficient, effective, and discrimination-free organization.

PPQ has developed a number of strategies that will lead to successful achievement of its goals. Strategies associated with each of PPQ's strategic goals are summarized in Tables 2 through 8 on the following pages. Congress enables PPQ to implement these strategies by funding program "line items" in the USDA budget and authorizing the use of trust funds, user fees, and cooperative service agreements. PPQ's long-term goals and strategies provide Congress with a blueprint for finalizing the Agency's annual budget. Congressional staffers monitor PPQ's strategic plan and adjust annual budget allocations to ensure adequate funding for both ongoing and new program initiatives.

Table 2 - Goal 1: Pest and Disease Risk Analysis – Identify, assess, and characterize pest and disease risk for the purpose of planning and mitigation.

Strategies to Achieve the Goal		Program Activity
1)	Continual evaluation and incorporation of best available science-based information, methodologies, and technologies to reduce the risk of exotic animal and plant pests and diseases and noxious weeds entering the United States.	C Agricultural Quarantine Inspection (AQI) C Preclearance C APHIS Plant Health Programs (PHP) Veterinary Medical Office C Permits & Risk Assessments C Information Technology C CPHST C APHIS International Services (IS) C APHIS Policy and Program Development (PPD) C PPQ Regional Risk Management Staffs C Biotechnology
2)	Identify data gaps and research needs and establish priorities.	
3)	Apply pest identification resources to risk and pathways analysis (i.e inventories, surveys, etc.). Include information compiled by both PPQ identifiers and IS personnel.	
4)	Develop, maintain, and institutionalize pest lists as a primary target for safeguarding activities.	
5)	Incorporate off-shore pest data to ensure risk is fully characterized.	
6)	Enhance collaborative analytical efforts supporting safeguarding with: a) other APHIS program units (i.e. International Services and Veterinary Services); and b) other federal, international and non-governmental organizations (i.e. ARS, universities, IPPC).	
7)	Develop an automated information resource (i.e. database resource) for risk information that is readily accessible to all program personnel.	
8)	Develop risk and pathway analysis models and guidelines for local (i.e. port level) operational decisionmaking.	
9)	Provide innovation and leadership for biotechnology permitting and release activities.	
10)	Foster collaborative efforts in support of Federal programs designed to combat potential biological threats.	

Performance Measures: PPQ tracks its performance in achieving this goal by monitoring:

C Mitigating the risk associated with movement (international and interstate) of plant and animal pests and diseases; and

C Incorporating risk analysis into regulatory and policy decisionmaking.

Table 3 - Goal 2: Exclusion and Prevention – Proactively reduce, to acceptable levels, risk associated with exotic pest and disease introductions.

Strategies to Achieve the Goal		Program Activity
1)	Develop and implement plant and animal pest and disease mitigation, prevention and/or exclusion programs based on pathway and/or risk analysis at: a) points-of-origin and b) ports-of-entry.	C AQI C Preclearance C APHIS PHP Veterinary Medical Office C Noxious Weeds C Fruit Fly Exclusion & Detection C Information Technology C APHIS IS
2)	Measure level of risk reduction associated with mitigation programs.	
3)	Partner with APHIS IS to control and eradicate pests and diseases (i.e. fruit flies, pink hibiscus mealybug, etc.) in foreign countries where pests and/or diseases pose a serious threat to U.S. agriculture.	
4)	Strengthen participation of host country plant health services in the administration and management of preclearance and other off-shore mitigation activities.	
5)	Align pest exclusion activities along the Canadian border and predeparture airports in accordance with the associated risks.	
6)	Complete the design and implementation of inland inspection programs in accordance with the associated risk.	
7)	Fully implement Smuggling Interdiction and Trade Compliance (SITC) program activities and realign or expand resources where warranted.	
8)	Determine the appropriateness of existing import regulations (i.e. q-37, q-56, noxious weeds, etc.) and subsequently increase consistency, transparency, and effectiveness in conformance with the Plant Protection Act (PPA) and international quarantine standards.	
9)	Redesign and implement a comprehensive noxious weed program to align with new Plant Protection Act (PPA) authorities and Invasive Species Executive Order.	
10)	Enhance employee and public awareness of PPQ's role to emphasize program focus on pests and diseases of both agricultural and natural resources.	
11)	Improve AQI compliance through public awareness activities that ensure establishment of formalized industry partnerships. (i.e. import brokers, international travelers, etc.).	
12)	Develop collaborative safeguarding efforts with Federal, State, international and non-governmental organizations.	
13)	Enhance credibility and effectiveness through development of a unified, transparent, and customer oriented approach to all import and interstate permitting activities.	
14)	Enhance AQI exclusion activities at both U.S. ports-of-entry and foreign points-of-origin through incorporation of technological innovations.	
15)	Develop a responsive pest identification capacity that ensures accurate identification within one hour of receipt of specimen.	
16)	Develop uniform and comprehensive transit guidelines that appropriately address risk and ensure consistent application of regulatory quarantine principals	

Performance Measures: PPQ tracks its performance in achieving this goal by monitoring:

- **Reduced threat of agricultural pests and diseases approaching the United States via legal commerce;**
- **Reduced threat of agricultural pests and diseases approaching the United States via smuggling and non-compliant cargo;**
- **Strengthened administration and management of preclearance and other off-shore risk mitigation activities; and**
- **Increased effectiveness of existing import regulations.**

Table 4 - Goal 3: Trade Issues Resolution Management – Take a leadership role in international standard setting, bilateral and multilateral discussions, and the resolution of sanitary/phytosanitary trade issues that impede market access, expansion, and retention of U.S. agricultural products.

Strategies to Achieve the Goal	Program Activity
1) Develop a secure electronic web-based phytosanitary issuance system supported by accurate pest information. 2) Serve as USDA's resource for science-based phytosanitary information as related to trade. 3) Ensure establishment of a balanced organizational structure to include a field based component for export services. 4) Serve as USDA's technical representative in written and oral bilateral and multilateral phytosanitary negotiations. 5) Standardize and improve the risk mitigation decisionmaking process for imported commodities. 6) Review and update policies regarding establishment of new preclearance programs to ensure program activities are established uniformly and are aligned with the magnitude of the need. 7) Develop and implement regulations within PPQ's authorities that enable the accreditation of private entities to perform phytosanitary activities. 8) Develop and implement policies to address international biotechnology issues. 9) Promote public awareness and outreach regarding PPQ's export services. 10) Provide global leadership in developing international SPS standards.	C Trade Issue Resolution Management (SPS Management) C International Biotechnology C Permits & Risk Assessments C Bilateral/Multilateral Negotiations C Information Technology C International Standard Setting C Import/Export Services C Accreditation

Performance Measures: PPQ tracks its performance in achieving this goal by monitoring:

C Resolution of agricultural trade barrier issues related to animal and plant health;
C Development of and implementation of international standards; and
C Strengthening the marketability of U.S. agricultural products.

Table 5 - Goal 4: Pest Detection and Rapid Response – Provide leadership for coordination of national pest detection programs and rapid response to new pest and disease introductions.

Strategies to Achieve the Goal	Program Activity
1) Establish an effective network of individuals, organizations, and databases necessary to detect new infestations. 2) Ensure sufficient technical and resource capacity to effectively respond to detections of new pest outbreaks. 3) Develop the epidemiological capacity to determine both the origin and subsequent likely spread of pests and diseases. 4) Develop forecasting techniques for anticipating emerging pest threats. 5) Determine presence and/or prevalence of plant pests and diseases of phytosanitary concern at foreign points-of-origin. 6) Determine presence and/or prevalence of plant pests and diseases of phytosanitary concern in the United States. 7) Coordinate a national and uniform pest identification program. 8) Integrate information, education, and outreach activities into pest detection and emergency response programs. 9) Evaluate effectiveness of emergency response activities and communicate internally and with stakeholders.	C AQI C Pest Detection C Emergency Programs - Asian Long-horned Beetle - Citrus Canker - Plum Pox C Fruit Fly Exclusion & Detection C APHIS IS
Performance Measures: PPQ tracks its performance in achieving this goal by monitoring: C Minimized number and reduced severity of pest and disease incidents in the U.S.; and C Enhanced emergency response capabilities.	

Table 6 - Goal 5: Invasive Species Management – Effectively reduce the impact of plant pests of regulatory importance to PPQ through implementation of risk-based management programs.

Strategies to Achieve the Goal	Program Activity
1) Foster development of innovative cooperative programs to strengthen, control or eradicate plant pests and noxious weeds. 2) Develop effective new partnerships with States and other stakeholders (both traditional and nontraditional) to manage pest problems and strengthen domestic infrastructure. 3) Incorporate new Plant Protection Act (PPA) authorities that allow industry quality assurance programs for pest management (Refer to VS' National Poultry Improvement Plan (NPIP) as a potential model). 4) Establish a decisionmaking process for evaluating and prioritizing emerging plant pests to determine the extent of program involvement. 5) Create international acceptance of the need to deregulate Karnal bunt. 6) Prevent Golden Nematode (GN) from having an adverse impact on domestic production and foreign trade. 7) Protect rangeland from outbreaks of grasshoppers and Mormon crickets through an emphasis on environmentally friendly and land management approaches. 8) Reduce risk of artificial spread of emerging plant pests (e.g. IFA, black stem rust, EGM, Japanese beetle, etc.). 9) Eradicate Boll Weevil from all cotton growing areas in the United States and northern Mexico. 10) Prevent infestations of Pink Bollworm outside the regulated area. 11) Develop and implement programs that reduce the impacts of noxious weeds on agriculture and the environment.	C Biological Control C Boll Weevil C Golden Nematode C Grasshopper C Gypsy Moth C Noxious Weeds C Pink Bollworm C Witchweed C Imported Fire Ant C Karnal bunt C Noxious Weeds
Performance Measure: PPQ tracks its performance in achieving this goal by monitoring: C Managed spread of selected agricultural pests and diseases.	

Table 7 - Goal 6: Technological and Innovative Solutions – Increase the efficacy of PPQ programs through the creative development and application of innovative scientific and technological approaches.

Strategies to Achieve the Goal	Program Activity
1) Identify program needs and develop, transfer, and facilitate the adoption of new tools and technologies that improve the efficacy of plant health safeguarding activities. 2) Inventory critical needs (i.e. develop methods to enhance plants ability to resist exotic plant pests, noninvasive cargo inspection, bio-sensors, etc.) and partner with other Federal agencies, universities, and industry to develop "radical" approaches to science-based applications for plant health safeguarding activities. 3) Develop an effective process to technically evaluate and determine how to match tools to locations based on risk and operational needs (i.e. x-ray specifications, infrared detectors, information technology, etc.). 4) Develop an integrated PPQ-wide approach to risk analysis methodology and continual improve methodologies. 5) Provide leadership in the development and registration/labeling of specific methyl bromide alternatives for commodity treatments. 6) Ensure Malathion alternatives are available for future use in tropical fruit fly and other eradication programs. 7) Elevate pest identification competencies and provide contemporary tools for the identification of pests at all ports-of-entry and operational programs. 8) Fully incorporate biological control as a strategy for accomplishment of PPQ's safeguarding mission. 9) Establish and maintain high standards for the management of information technology (IT), by utilizing best practices and innovative solutions. 10) Provide reliable, robust, and user-friendly computer networks that enhance communication and program efficiency. 11) Develop IT applications that support program requirements using an Agency-wide data management approach.	C Biotechnology C Biological Control C Plant Methods C Information Technology
Performance Measure: PPQ tracks its performance in achieving this goal by monitoring: C New tools and technologies provided to safeguard plant health.	

Table 8 - Goal 7: Organizational Performance – Operate an efficient, effective, and discrimination-free organization.

Strategies to Achieve the Goal	Program Activity
1) Promote an organizational culture which values and invests in our people to support their professionalism, competency, and innovation as Federal leaders of plant health program activities. 2) Determine customer satisfaction index for selected PPQ program activities (i.e air passengers & cargo). 3) Enhance voluntary compliance and public acceptance of program activities by increasing public understanding of PPQ's mission to safeguard agricultural and natural resources. 4) Establish a culture of continual learning to help employees meet changing competency requirements to continually improve organizational productivity and performance. 5) Create and foster a diverse workforce and a work environment that is discrimination-free and where discrimination is not tolerated in program delivery. 6) Ensure work environments at PPQ facilities are conducive to promoting safe, effective, and efficient work. 7) Deploy and manage human resources to optimize PPQ's capacity to achieve its mission. 8) Provide clear leadership expectations to all levels of the organization to assure accountability and alignment with mission and vision. 9) Develop recruitment initiatives that result in the hiring of high quality, competent, and committed employees. 10) Strengthen program operations through development of a uniform financial management system that integrates budgeting and program planning activities. 11) Adapt OPM's Research Grade Evaluation Guide for use in establishing the grade levels of PPQ scientists and identifiers. 12) Comply with environmental analysis and reporting requirements and institutionalize a solid environmental ethic in APHIS programs. 13) Implement systems for continuous evaluation and subsequent improvement of PPQ program activities. 14) Fully implement principals embodied in PPQ Safeguarding Review.	C PPQ-wide organizational initiatives
Performance Measures: PPQ tracks its performance in achieving this goal by monitoring: C Satisfied customers and stakeholders; and C Optimization of PPQ's organizational and employee performance.	

IV. PPQ Executive Team Operational Initiatives for Calendar Year 2001:

The PPQ Executive Team developed 17 operational initiatives for calendar year 2001 during their February 2-3, 2001 retreat. Working groups comprised of APHIS PHP, CPHST, and Regional personnel have been assembled to ensure substantial progress is made by December 31, 2001. Completion and implementation of each initiative will better enable PPQ to obtain one or more of the Agency's long-term goals. New and revised operational initiatives will be developed by the Executive Team at the beginning of each calendar year to help the organization maintain focus on long-term goals and strategies contained in the strategic plan. Calendar year 2001 operational initiatives are summarized in the following table.

Table 9: PPQ Executive Team Operational Initiatives for Calendar Year 2001.

CY 2001 Operational Initiative	PPQ's FY 2001-2006 Strategic Goals
1. **Align** PPQ's organization and culture with the new mission, vision, values, and safeguarding review initiatives as contained in the Strategic Plan. **Communicate** to all PPQ employees how safeguarding review recommendations fit with the strategic plan. Develop a formal glossy brochure and video to effectively communicate safeguarding and strategic planning to all employees. This would enable information to cascade down through the organization.	Goal 7: Organizational Performance.
2. **Electronic Manuals**: Review options to further use of electronic manuals within PPQ. Explore possibilities for use of palm pilots.	Goal 2: Exclusion & Prevention; Goal 4: Pest Detection & Rapid Response; Goal 5: Invasive Species Management; and Goal 6: Technological & Innovative Solutions.
3. Establish **Effective 2-way Communication Channels** within PPQ .	Goal 7: Organizational Performance.
4. Complete **Cargo User Fee Option Analysis** by end of calendar year.	Goal 2: Exclusion & Prevention; and Goal 7: Organizational Performance.
5. Complete **Analysis and Review of Quarantine Regulations** and establish priorities for revisions.	Goal 2: Exclusion & Prevention; and Goal 5: Invasive Species Management.
6. **Advance Inland Cargo Inspection**.	Goal 1: Pest & Disease Risk Analysis; and Goal 2: Exclusion & Prevention.
7. **Fully Implement SITC Program**.	Goal 1: Pest & Disease Risk Analysis; and Goal 2: Exclusion & Prevention.
8. Develop a **Comprehensive Electronic-Based Port Identification Scheme**, outline a training program for port identifiers and provide contemporary identification tools for port identifiers.	Goal 1: Pest & Disease Risk Analysis; Goal 2: Exclusion & Prevention; and Goal 6: Technological & Innovative Solutions.

CY 2001 Operational Initiative	PPQ's FY 2001-2006 Strategic Goals
9. **Resolve all Questions regarding the Tomographic X-ray** by the end of the year and make final **Recommendations for X-ray Purchases**.	Goal 1: Pest & Disease Risk Analysis; Goal 2: Exclusion & Prevention; Goal 6: Technological & Innovative Solutions; Goal 7: Organizational Performance.
10. Improve mechanism for **Establishing CPHST Project Priorities** and funding allocations.	Goal 1: Pest & Disease Risk Analysis ; Goal 6: Technological & Innovative Solutions; Goal 7: Organizational Performance.
11. **Publish Pests Lists** for major categories of pests and develop pathway analysis.	Goal 1: Pest & Disease Risk Analysis; and Goal 4: Pest Detection & Rapid Response.
12. **Adopt OPM's Research Grade Evaluation Guide** for use in establishing the grade levels of PPQ scientists and identifiers.	Goal 7: Organizational Performance.
13. **Creatively Evaluate Port Operational Activities** and align staffing and tours of duty with the work. Afterwards, **Implement Program Evaluation System for Port Reviews**.	Goal 1: Pest & Disease Risk Analysis; Goal 2: Exclusion & Prevention; and Goal 7: Organizational Performance.
14. **Review Cut Flower Line Release Program in Miami** for national implications.	Goal 1: Pest & Disease Risk Analysis; Goal 2: Exclusion & Prevention; and Goal 7: Organizational Performance.
15. **Ensure Total Electronic Connectivity** for all employees.	Goal 6: Technological & Innovative Solutions; Goal 7: Organizational Performance.
16. **Fully Implement PINOPS** and fully integrate ATS.	Goal 1: Pest & Disease Risk Analysis; Goal 6: Technological & Innovative Solutions; Goal 7: Organizational Performance.
17. **Fully Implement Plant Protection Act Authorities:** 1) Federal register notice; 2) Guidelines for warrantees inspections; 3) Subpoena authority; 4) Civil penalties; and 5) Cost recovery for remedial measures.	Goal 2: Exclusion & Prevention; Goal 3: Trade Issues Resolution Management; Goal 4: Pest Detection & Rapid Response; Goal 5: Invasive Species Management; Goal 6: Technological & Innovative Solutions; Goal 7: Organizational Performance.

V. Key External Factors Affecting PPQ Strategy:

PPQ has taken into account a wide range of external factors in the development of goals and strategies for accomplishment of the Agency's mission. The success of PPQ program activities over the next five years will be impacted by how well the Agency manages the following three factors:

1. Emerging plant health issues and their real or perceived impact on public health and/or domestic economic interests.

Outbreaks of plant pests and diseases such as citrus canker, Asian longhorned beetle, fruit flies, and plum pox virus can only be addressed through a thorough understanding of the underlying biological foundation for each outbreak. New emergency management responsibilities, threats from bioterrorism, and pressures against use of biotechnology-derived products require new decision models based on assessment of risk. PPQ must develop and use the latest scientific methods and technologies and work closely with scientists around the world to anticipate and understand the nature of emerging health threats to production agriculture and natural ecosystems.

2. Globalization will continue to challenge PPQ's capacity to accomplish its mission.

Implementing and complying with new rules of trade (i.e. scientific risk assessments, equivalency, transparency, regionalization, and dispute settlement) create new responsibilities and demands for services that threaten to outstrip PPQ's current resources. Improved transportation technologies increase the movement of plant pests and diseases. Dramatic increases in international travel, trade, and containerized cargo make total reliance on traditional inspection procedures impractical. PPQ must continue to update detection methods, prevention strategies, monitoring systems, and response actions.

3. U.S. public expectations regarding the Federal government and PPQ's role .

Demands for PPQ services continue to rise. Interest groups are applying increased public pressure for the Agency to become involved in new issues beyond the scope of its traditional mandate. For example, PPQ is now being asked to participate in control and/or eradication programs for both marine and terrestrial noxious weeds. At the same time, U.S. citizens are looking for a balance between pragmatic solutions to problems and protection of the environment and natural resources. PPQ will continue to update strategies and methods to ensure that programs are practical, timely, environmentally sound, and socially acceptable.

The Internet and other advanced communication technologies have increased the public's expectations. Everyone demands quick access to information about PPQ's services, technical assistance, and regulations. At the same time, there is a growing distance between the general public and production agriculture. As our society continues to move away from its agrarian roots, there is a corresponding decrease in the understanding of, and appreciation for, the basic PPQ mission of protecting and promoting production agriculture. Public education and outreach will become increasingly important as APHIS builds support for its programs.

VI. Program Evaluation:

In the next five years PPQ intends to regularly evaluate each of its five strategic goals, with participation and/or input from external customers and stakeholders. Some of the more noteworthy program evaluations already being planned include an analysis of:

- Stakeholder recommendations received during the "Safeguarding Review" process; and
- Setting APHIS' Sanitary/Phytosanitary Agenda for 2001-03

In its annual performance plan, required by the Government Performance and Results Act, APHIS will use the performance measures listed in this strategic plan to define the level of performance for program activities and to establish annual performance target updates. PPQ's annual performance report is an evaluation of whether the Agency achieved its performance targets.

Appendices

Appendix 1: PPQ Annual Performance Matrix FY 2001 - 2006.

PPQ Goals	Performance Measures	Program Indicators	FY 2001Target	FY 2002 Target	FY 2003 Target	Long-Term Target (FY 2006)
1. **Pest and Disease Risk Analysis:** Identify, assess, and characterize pest and disease risk for the purpose of planning and mitigation.	Mitigate the risk associated with plant and animal pests and diseases	Develop risk and pathways analysis models and guidelines for local (i.e. port level) operational decisionmaking.	Hire regional risk analysts	Develop draft models & guidelines	Guidelines published & implemented	Allocate resources commensurate with risk
		Develop risk and pathways analysis models and guidelines for off-shore (i.e. point-of-origin) operational decisionmaking.	Formalize off-shore risk mitigation responsibilities with APHIS counterparts	Develop draft models & guidelines	Guidelines published & implemented	Allocate resources commensurate with risk
		Fully implement, maintain, and update (as necessary) AQI data systems (i.e. ATS & PINOPS).	Complete system development, conduct BETA test, assess customer satisfaction, & migrate to NITC in Kansas City.	Finalize training & customer support plan; Enhance software to include new interface & more datasets (i.e. SITC, violations, scientific names, etc).	Fully implement & add additional datasets as necessary; Incorporate use of portable computers & palm pilots.	Review, monitor, & enhance PINOPS and ATS as necessary to meet program requirements.
		Manage, maintain, and enhance risk-based program monitoring activities to ensure availability of accurate pathways data.	Hire regional program data managers	Develop draft data quality control guidelines	Implement data quality control guidelines	Allocate resources commensurate with risk
	Incorporate risk analysis into regulatory and policy decisionmaking.	Annual number of quarantine status pest categorization analyses conducted to fully classify the quarantine status of plant pests.	30	35	40	50 (This represents the maximum sustainable level)
		Annual number of organism pest risk analyses conducted to determine the import and/or interstate movement status of organisms.	1,400	1,450	1,475	1,525
		Annual number of commodity pest risk assessments/analyses conducted to determine the import status of plants and plant products.	10	20	30	40
		Cumulative number of plant pest infestations attributable to biotechnology releases.	0	0	0	0

PPQ Goals	Performance Measures	Program Indicators	FY 2001Target	FY 2002 Target	FY 2003 Target	Long-Term Target (FY 2006)
2. **Exclusion and Prevention:** Proactively reduce, to acceptable levels, risk associated with exotic pest and disease introductions.	Reduce the threat of agricultural pests and diseases approaching the U.S. via legal commerce.	Percentage of border vehicles in compliance with AQI regulations.	96.1%	96.1%	96.0%	96.0%
		Percentage of imported cargo in compliance with AQI regulations.	96.0%	96.0%	96.0%	96.0%
		Percentage of international air passengers in compliance with AQI regulations.	95.0%	95.0%	95.0%	96.0%
	Reduce the threat of agricultural pests and diseases approaching the U.S. via smug-gling & non-compliant cargo.	Total annual tonnage of smuggled products confiscated.	Identify Strategy to Collect Information	Establish Baseline	Project Tonnage in Accordance with Baseline	Project Tonnage in Accordance with Baseline
		Total annual number of imported products recalled from domestic commercial distribution channels due to trade compliance issues.	Identify Strategy to Collect Information	Establish Baseline	Project Number in Accordance with Baseline	Project Number in Accordance with Baseline
	Strengthen the administration and management of preclearance and other off-shore risk mitigation activities.	Cumulative number of active workplans (trust fund agreements) managed and administered by APHIS-PPQ.	23	25	27	33
		Cumulative number of cooperative off-shore risk mitigation programs. (Currently includes: 1) MOSCAMED, 2) Niger Thistle Seed, 3) AGM surveys in Russian Far East, 4) Sonoran citrus, 5) Costa Rican papayas, 6) Chinese SWPM, 7) Logs from New Zealand & Chile - Projected to include Argentine citrus).	7	8	8	8
		Develop process to ensure vessels arriving in U.S. ports from China, Japan, and Korea are free of *Lymantriid* (Asian Gypsy Moth).	Identify & Characterize risk associated with AGM in Japan	Develop Japanese based monitoring program commensurate with risk; Identify & Characterize risk associated with AGM in China	Develop Chinese based monitor-ing program commensurate with risk; Identify & Characterize risk associated with AGM in Korea	Monitor point-of-origin shipments for AGM
	Increase effectiveness of existing import regulations.	Revise Q-37 regulations with respect to imports of noxious weeds and propagative plant materials.	Identify & Outline Strategy	Finalize Parameters for Risk Analysis	Draft Risk Assessment	Proposed Rule Published for Comment

PPQ Goals	Performance Measures	Program Indicators	FY 2001Target	FY 2002 Target	FY 2003 Target	Long-Term Target (FY 2006)
3. **Trade Issues Resolution Management:** Take a leadership role in international standard setting, bilateral and multilateral discussions, and the resolution of sanitary/phytosanitary trade issues that impede market access, expansion, and retention of U.S. agricultural products.	Resolve agricultural trade barrier issues related to animal and plant health.	Annual number of trade barrier issues resolved that required a foreign government to revise their import regulations or protocols.	25 to 35 issues resolved	25 to 35 issues resolved	25 to 35 issues resolved	25 to 35 issues resolved
		Annual number of port-of-entry import shipments held and subsequently released once PPQ regulatory concerns were properly addressed.	50 to 150 shipments	50 to 150 shipments	50 to 150 shipments	50 to 150 shipments
		Annual value of U.S. agricultural product exports that result from the successful conclusion of PPQ led bilateral and multilateral negotiations. (Includes market retention, expansion, and access).	$600 to $800 million	$600 to $800 million	$600 to $800 million	$600 to $800 million
	Develop and implement international standards.	Cumulative number of IPPC SPS standards developed with participation of APHIS-PPQ.	14	17	23	28
		Cumulative number of NAPPO SPS standards developed with participation of APHIS-PPQ.	13	15	17	18
		Cumulative number of GMO trade standards and/or guidelines developed through NAPPO, IPPC, or other international organizations with APHIS-PPQ participation.	1	1	1	1
	Strengthen marketability of U.S. agricultural products.	Develop & implement electronic phytosanitary certification system.	Conduct requirements analysis & identify pilot site	Implement pilot program	Evaluate results of pilot program & determine feasibility of full implementation	Electronic phytosanitary certification system fully operational
		Cumulative number of accreditation programs developed and implemented.	1	1	1	2

PPQ Goals	Performance Measures	Program Indicators	FY 2001Target	FY 2002 Target	FY 2003 Target	Long-Term Target (FY 2006)
4. **Pest Detection and Rapid Response:** Provide leadership for coordination of national pest detection programs and rapid response to new pest and disease introductions.	Minimize the number and reduce the severity of pest and disease incidents in the U.S.	Number of fruit fly outbreaks in the U.S.	2	2	2	2
		Economic severity of fruit fly outbreaks in the U.S. (estimated annual dollar impact).	$25 Million	$25 Million	$25 Million	$25 Million
		Detections of new incidents of exotic plant pests.	300	290	290	290
		Annual number of interceptions by PPQ that prevent the entry of quarantined plant pest/diseases.	40,000	40,000	40,000	40,000
	Enhance emergency response capabilities.	Development and implementation of a nationally coordinated emergency response system.	Establish an Emergency Programs Planning & Coordination (EPPC) staff and initiate activities that address emergency response issues raised in the Safeguarding Review.	Review options and develop cadres of PPQ field personnel that are available for specific types of potential emergency programs.	Work with Canadian and Mexican counterparts to develop emergency response protocols and targets for potential pest infestations in close proximity to respective borders.	Fully implement a comprehensive nationally coordinated emergency response system.

PPQ Goals	Performance Measures	Program Indicators	FY 2001Target	FY 2002 Target	FY 2003 Target	Long-Term Target (FY 2006)
5. **Invasive Species Management:** Effectively reduce the impact of plant pests of regulatory importance to PPQ through implementation of risk-based management programs.	Manage the spread of selected agricultural pests and diseases.	Cumulative acres eradicated of boll weevil.	5.2 million Acres	5.9 million Acres	6.4 million Acres	All cotton acres
		New pink bollworm infestations outside regulated area(s).	0	0	0	0
		Number of acres surveyed for golden nematode.	5,600	6,000	6,000	6,000
		Number of isolated infestations (exceeding 640 acres) of gypsy moth.	4	4	4	4
		Asian longhorned beetle infested areas (square miles) in eradication program.	157	178	178	150
		Acres infested with witchweed at end of season.	4,900	4,100	n/a	n/a
		Number of countries that have deregulated Karnal bunt.	70	65	60	45
		Citrus canker infested areas (square miles) in eradication program.	1,399.5	1,338.5	1,000	500
		Plum pox infested orchard blocks/acres in eradication program.	15 orchard blocks 400 acres	8 orchard blocks 200 acres	4 orchard blocks 50 acres	Plum Pox fully eradicated
		Number of isolated Japanese beetle infestations in W. States.	0	0	0	0
		Improve regulation of Federal noxious weeds.	Publish draft action plan to implement Plant Protection Act provisions	Initiate action plan implementation	Finalize action plan implementation	Manage noxious weed issues in accordance with revised Federal regulations and policies.
		Number of isolated IFA infestations outside regulated area(s). (This does not include outbreaks attributable to natural spread).	0	0	0	0

PPQ Goals	Performance Measures	Program Indicators	FY 2001Target	FY 2002 Target	FY 2003 Target	Long-Term Target (FY 2006)
6. **Technological and Innovative Solutions:** Increase the efficacy of PPQ programs through the creative development and application of innovative scientific and technological approaches.	Provide new tools and technologies to safeguard plant health.	Cumulative number of genetically engineered new crop varieties evaluated.	56	60	65	73
		Cumulative number of PPQ ports with digital imaging and remote pest identification capabilities.	35	40	45	50
		Cumulative number of pests for which biological control programs are developed, implemented, or transferred.	11	20	23	⇧
		Establish and maintain infrastructure environment for PPQ's corporate database systems at centralized federal NITC facilities in Kansas City.	Establish MOU, set up operational environment, & migrate existing data &data systems (ATS & PINOPS) to NITC.	Add additional datasets (i.e. PHYTOS, PERMITS, PIN-309).	As required, add additional datasets and equipment to support PPQ's corporate data needs.	As required, add additional datasets and equipment to support PPQ's corporate data needs.
		Establish and maintain a nationwide IT management structure(budget, personnel, & procurement) for PPQ.	Establish IT budget, staffing, & procurement needs for headquarters, regions, & nationwide projects	Formalize accounting structure for headquarter and regional site accounts.	Monitor and assign appropriate Federal and contractor resources to maintain and upgrade PPQ's IT needs.	Monitor and assign appropriate Federal and contractor resources to maintain and upgrade PPQ's IT needs.
		Cumulative number of headquarter-based IT programmatic operational systems developed or enhanced and subsequently maintained to enhance program delivery.	5	10	15	25
		Cumulative number of new or improved methods and technologies developed by CPHST and adopted by PPQ field units.	Establish short and long-term methods development and research priorities	Establish timeframe(s) for priority projects.	Project number in accordance with timeframe(s)	Project number in accordance with timeframe(s)

PPQ Goals	Performance Measures	Program Indicators	FY 2001Target	FY 2002 Target	FY 2003 Target	Long-Term Target (FY 2006)
7. **Organizational Performance:** Operate an efficient, effective, and discrimination-free organization.	Satisfy customers and stakeholders.	Ensure international air passengers and land border vehicles are cleared through the Federal Inspection Service primary inspection process within 30 minutes (non-peak times).	Maintain 30 minutes or less.	Maintain 30 minutes or less.	Maintain 30 minutes or less.	Maintain 30 minutes or less.
		Customer Satisfaction Index for specific program activities.	72 for cargo customers.	Customer segment TBD	Customer segment TBD	Customer segment TBD
		Total PPQ annual appropriated program dollars that help small farms.	$40 to $50 million	$40 to $50 million	$40 to $50 million	$40 to $50 million
	Optimize PPQ's organizational and employee performance.	Improve overall PPQ employee job satisfaction (OPM organizational assessment survey).	60%	65%	70%	75%
		Ensure all employees receive civil rights training.	100%	100%	100%	100%

Appendix 2: PPQ Organizational Chart

http://www.aphis.usda.gov/ppq/orgchart/

Appendix 3: PPQ - APHIS PHP Organizational Chart

http://www.aphis.usda.gov/ppq/orgchart/PlantHealthPrograms.gif

Appendix 4: PPQ - CPHST Organizational Chart

http://www.aphis.usda.gov/ppq/orgchart/cphstorg.gif

Appendix 5: PPQ Eastern Region Organizational Chart

http://www.aphis.usda.gov/ppq/orgchart/PPQEast.gif

Appendix 6: PPQ - Western Region Organizational Chart

http://www.aphis.usda.gov/ppq/orgchart/PPQWest.gif

Appendix 7: PPQ - Emergency Program Planning and Coordination

http://www.aphis.usda.gov/ppq/orgchart/EmergencyPrograms.gif